

Facilitator Guide: Rumors From Home - CPT Foreman

References- ADRP 6-22

Motivator: Internal to the Army, trust serves as a vital organizing principle that establishes conditions necessary for an effective and ethical profession. The Army performs many missions, from disaster relief to rebuilding civilian infrastructure, but these are neither why the Army exists nor are they our core competencies. What makes the Army distinct as a profession is the lethality of our craft. Army Soldiers and Army civilians are tasked to do many things besides combat operations. However, the purpose of the U.S. Army is to fight and win our Nation's wars. War fighting is our primary mission. Everything we do is grounded in this fundamental principle. While uniformed Soldiers must be prepared to kill and die when needed in service to the Nation, all members of the Army Profession are called to the necessary and complementary functions of designing, equipping, and supporting those uniformed forces wherever employed. Given the lethality inherent in our work, an exemplary professional culture built on a foundation of trustworthiness is a necessity for the Army, as are leaders who can operate effectively in extreme and dangerous contexts. (**White Paper – Our Army Profession**)

Facilitator opening question:	Q- In the midst of combat we all face challenges. How has trustworthiness affected you as a leader? What were some of the most challenging struggles with trustworthiness?
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Read to audience-

Mutual trust is an essential element that allows leaders and organizations to successfully accomplish peacetime and wartime missions. Teams operate effectively based on the mutual trust among the team's members and leaders. Through disciplined training and shared experiences, teams form a strong bond of trust and enables teams to conquer all difficulties. Mission command and decentralized operations require trust up and down the chain of command. Superiors must trust subordinates and empower them to accomplish missions within their intent. Subordinates must trust superiors to give them the freedom to execute intent. Trust relationships between leaders and subordinates thus also rely on candor. Leaders who strive for commitment over mere compliance in routine unit operations or in negotiations outside Army channels are operating on the principle of trust. Building rapport and encouraging commitment work when there is a foundation of trust. When direct authority is not called for, leaders must first build trust with those they look to influence. Cementing trust depends on fulfilling commitments. (FM 6-22).

We must commit to strengthen the bond of trust among those with whom we work, among whom we support and among those who march with us into battle. On the foundation of trust we will overcome any challenge we confront in the future.

General Martin E. Dempsey



Facilitator Questions-	Q- How can you build trust amongst Soldiers in your unit? Q- How can you build a trust relationship with your leaders?
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Facilitator Note: Video synopsis – Don’t read to class– for facilitator information.

CPT Foreman is an infantry Officer who is serving as the Rear Detachment Commander during his unit’s deployment. CPT Foreman had prior service as an enlisted Soldier and had previously been deployed. He describes a situation that arose within the Rear Detachment: Situation: “You can’t go into combat wondering if somebody is going to shoot you in the back because they know that you were looking at their wife.” “It’s time away, or Soldiers getting into a marriage early on, and not understanding—and the wife not understanding—what they were getting into, and they deploy...I get a lot of both sides of it: the Soldier says his wife’s sleeping around; the wives coming in and saying their Soldiers are sleeping around in theatre.”

“As far as Rear Detachment, I was very cognizant of what kind of rumors were going around. I had two Soldiers. One Soldier (who was deployed) was saying that a Soldier in Rear Detachment was sleeping with his wife. And that’s one of those things—should I be involved? Is that personal? Or is that affecting the job?”

Facilitator Note: Play Video Part 1

Facilitator Questions- Use examples or create your own.	Q - What was the organizational climate like before the unit deployed? Q - What options does this commander have and what are his obligations to the Soldiers? Q - Is this type of situation unique to the Army Profession? Q - How can you recognize that a Soldier is dealing with a challenging situation? Q - Why is it important that Soldiers have trust and confidence in their leadership team? Q - What can this type of interaction do to unit morale if not addressed and corrected? Q - Why may a leader hesitate to get involved in this situation?
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Facilitator Note: Play Video Part 2

Video synopsis – Don’t read to class— for facilitator information.



“If it’s just rumor or hearsay, you try to squash it. But it became more apparent that it was—there was something going on with that Soldier. We confronted the Soldier; Article 15’d the Soldier for obviously infidelity. And we also confronted the wife of the Soldier that was deployed. We brought him back because it affected him--affected his job. (He was one of the support Soldiers.) We brought him back and got them marriage counseling. Got him squared away—it was affecting him mentally.” “In a job—I say the Army’s different, like as far as our Values, our morality. Most jobs, if that’s going on, if it’s not affecting the worker, it’s personal business, it’s there. But I think in the Military, it affects the unit. You have consequences. It breaks down the fabric of what you build, I guess, as a Company, or unit or unit cohesion. Even though it’s technically outside the realm—maybe they’re having a fight or maybe they’re separated, maybe all that. But when...it comes into our realm, it affects the Soldiers and how they look at each other. It’s important. Because what we do—we have to be a unit. You can’t go into combat wondering if someone is going to shoot you in the back because they know that you were looking at their wife a certain way. It’s a little more serious, I think.”

“Again, it’s what I was taught as a Private, you lead by example. Leaders need to open up about their relationships. Let their junior Soldiers understand ‘what is a good relationship’. A good relationship isn’t about going out and partying and going to strip clubs. You have to grow up and mature within the relationship. And the same thing with the wife. You both have to have a viewpoint of what the give and take is—what you should be doing; what’s a good marriage. I think that helps if they see the leadership has a good marriage and the way they talk about their wife and their kids. They’ll think, “That’s a little more normal, and that’s what I want.”

Facilitator Questions- Use examples or create your own.	Q - Was the issue worth the confrontation? Why? Q - What are the potential new problems that may have emerged? Q - CPT Foreman talks about values and morality- what Values has he displayed or encouraged within his unit? Q - How could this entire situation have been prevented? Q - Who in the unit could have prevented this?
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Additional Questions to further develop audience.

Facilitator Questions- Stretch the learning Use examples or create your own.	Q - What might this look like in 12 months if CPT Foreman had not acted? Q - How would “knowing your Soldiers” help in a case like this? Q - What steps could the individual or her/his leaders have taken to avoid this situation from happening in the first place? Q - How effective is prevention in these types of situations?
Facilitator	Q - How does a unit create an environment that prevents problems, enables



Questions-	communication, and encourages brutal honesty?
Application Use examples or create your own.	<p>Q - How important are these bonds in allowing the Army as a whole to overcome adversity and accomplish the mission?</p> <p>Q - How are these situations different, if at all, in a peacetime garrison scenario as compared to a unit engaged in combat operations?</p>

Conclusion: "The Army as a Profession is important as we look towards the future; it will be the foundation of everything we want to do as we build the Army of the future. We've earned the trust of the American people through our actions over the last ten years and it's important that we continue to do that."

GEN Raymond T. Odierno
Army Chief of Staff

Check on Learning and Promoting Reflection

Determine if the students have learned the material presented by soliciting student questions and explanations. Ask the students questions and correct misunderstandings.

Learning	<p>Q - What did you learn today?</p> <p>Q - What did you take away from someone else in your discussion group?</p>
Reflection	<p>Q - How do you feel / what do you think about what you learned?</p> <p>Q - What will you do with your new information?</p>

